Agile Governance Implementation in the Gadget Mobile Application for Licensing Advertising in Bandung City

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Abstract: This study examines the implementation of Agile Governance in the Gadget Mobile Application (GAMPIL) for the Advertising License Program in Bandung City. The GAMPIL application, developed by the Investment and One-Stop Integrated Service Office, aims to simplify the licensing process for businesses and citizens by allowing them to access services via smartphones, reducing the need for in-person visits. The application aligns with Bandung's e-Government initiative, designed to streamline services and improve efficiency. Through a qualitative descriptive approach, including observations, interviews, and document analysis, the study assesses the effectiveness of GAMPIL in supporting agile governance principles and meeting public needs. The findings show that while GAMPIL offers convenience, its implementation has not yet reached its full potential. Technical issues, such as system errors and data security concerns, hinder the application's effectiveness. Public awareness of the application is also low, due to insufficient outreach efforts, limiting user engagement. Additionally, the DPMPTSP struggles with responsiveness and feedback management, key aspects of Agile Governance. The lack of clear communication and slow response to complaints has prevented the application from evolving to meet user needs. Despite these challenges, the study concludes that GAMPIL has the potential to improve the licensing process but requires improvements in user education, system performance, and inter-agency coordination. Strengthening these areas will ensure that the application is more efficient, accessible, and responsive to public demands, making it a more effective tool in the city's e-Government strategy.

Keyword: *Agile Governance, Gadget Mobile Application for License*

INTRODUCTION

The granting of legal status to the public or business actors is a form of licensing and registration that serves as an essential administrative requirement in public service. This process is not only a fundamental aspect of governance but also a critical component in ensuring that services meet the needs of citizens. The government, as the provider of public services, is entrusted with fulfilling the needs of the community through a series of activities designed to provide goods, services, and administrative assistance, in accordance with applicable laws and regulations. According to Law No. 25 of 2009 on Public Services, public service refers to a range of activities intended to fulfill the needs of citizens, particularly in the provision of goods, services, and administrative services that comply with existing legal frameworks.

The rapid development of technology represents a significant breakthrough in the governance and administration of public services. Technological advancements, as a result of scientific research and innovation, have introduced new methods to assist governments in improving the quality and

efficiency of services. Public service performance is increasingly measured by the quality of service delivery, with the public's perception of government effectiveness often based on their direct experiences with service provision. Technology provides a platform through which governments can deliver services more effectively, efficiently, and with greater quality, especially by streamlining processes that would otherwise be more time consuming and cumbersome.

Electronic Services (PSE) aim to broaden the access and availability of licensing and non licensing services, simplifying the process by which the public interacts with government agencies. These services integrate the advancements of technology into the concept of e Government, an effort by governments worldwide to manage public service systems based on electronic platforms. The e Government concept has evolved significantly, adapting to increasingly complex operational methods and using technology to manage governance across multiple sectors. The integration of digital systems in public administration seeks to enhance effectiveness and efficiency by automating processes and facilitating communication between various governmental sectors through internet based applications (Nurhadryani, 2009).

Responsive services are a key characteristic of Agile Governance, a concept adapted from traditional bureaucratic systems to address the growing need for more flexible, adaptive organizational structures. Agile Governance refers to the ability of an organization to quickly adjust its processes and systems in response to changes and challenges, leveraging information technology to meet the needs of citizens effectively. By incorporating agility into governance, governments are better positioned to meet the dynamic demands of society, ensuring that services remain relevant, efficient, and accessible. Agile Governance encourages a shift from rigid bureaucratic procedures to more flexible, technology driven approaches, allowing for faster decision making and more effective problem solving (Vernanda, 2020).

In public service, the application of Agile Governance allows the government to respond quickly to shifts in public needs and adapt to unforeseen challenges. By embracing the principles of Agile Governance, the government can enhance service delivery by increasing efficiency, improving public participation in decision making processes, offering more personalized and relevant services, and expediting the resolution of public complaints and issues.

The Investment and One Stop Integrated Service Office (DPMPTSP) of Bandung City has responded to the technological evolution in governance by introducing e Government through the launch of the Licensing Mobile Application (GAMPIL) on February 25, 2016. GAMPIL is a mobile application developed to streamline the licensing process in Bandung City. Available on smartphones, GAMPIL enables businesses and individuals to access services related to licensing and non licensing matters without needing to visit the service office in person. Developed by DPMPTSP Bandung City and supported by PT. Egref Telematika Nusantara, which provided the digital service platform, GAMPIL represents a significant leap forward in public service delivery through the use of digital technologies.

As part of broader Information and Communication Technology (ICT) initiatives, GAMPIL aligns with national efforts to digitize public services. The application was launched to address the regional government's mandate, as outlined in Presidential Regulation No. 95 of 2018 on Electronic Based Government Systems (SPBE) and the Bandung Mayor Regulation No. 20 of 2023, which aims to implement e Government in Bandung City. The introduction of GAMPIL is part of Bandung City's commitment to bureaucratic reform, aiming to improve service delivery by transitioning to electronic based systems. GAMPIL allows citizens and business owners to register and renew licenses conveniently, promoting digital inclusion and improving access to government services.

GAMPIL offers a variety of administrative services, including around 74 types of licensing and non licensing services. One of the notable services provided through GAMPIL is advertising licensing, which includes several types of permits for advertising placements. These services range from

temporary advertising in public spaces to permanent advertisements along roadways, on pedestrian bridges, and in parks. While the presence of advertisements in Bandung has played an important role in the city's economic development, the rapid proliferation of advertisements has led to concerns about the city's aesthetic value and the negative impact of unlicensed advertisements on local revenue (PAD). As of 2023, about 20,000 advertisements were installed in the city, but only 5,416 of them had valid licenses. This represents only 27% compliance, leaving a significant number of advertisements unregistered and unauthorized. This lack of proper regulation severely impacts the local economy, particularly revenue generation from licensing fees, and highlights the need for stronger enforcement of advertising regulations.

The inefficiency in the licensing system also highlights issues with the enforcement and monitoring mechanisms of the Bandung City Government. Despite the introduction of GAMPIL to address these concerns, observations revealed that technical and administrative barriers continue to impede the effective issuance of licenses. System errors within the application, for instance, have hindered its ability to provide timely and efficient electronic services. Moreover, issues related to data security and user input problems have caused significant delays, with users repeatedly entering invalid information before the system finally accepts it. These technical flaws hinder the application's ability to deliver the seamless experience promised by digital services.

Additionally, the accessibility of the GAMPIL application remains limited, with many business owners and members of the public still unable to fully utilize the technology due to insufficient support and training. While the application offers substantial potential to simplify licensing processes, there has been a lack of widespread socialization and promotion of GAMPIL through popular social media platforms such as Instagram, YouTube, X (formerly Twitter), Facebook, and TikTok. This limited communication strategy means that many potential users are unaware of the application's availability or how to access and use it. Furthermore, the absence of a dedicated platform for feedback and complaints has contributed to delays in responding to public inquiries, further complicating the efforts to improve the system. In addition, the uneven distribution of staff at DPMPTSP Bandung has slowed the development and enhancement of the application, limiting its overall effectiveness.

Despite the challenges that GAMPIL faces, it represents an important step forward in the implementation of Agile Governance in Bandung City. By leveraging technology and embracing agile methods, the Bandung City Government aims to improve the quality, accessibility, and efficiency of public services. However, further improvements are necessary to ensure that the application meets the public's expectations and that the full potential of e Government is realized. Through addressing technical issues, expanding user education, and enhancing feedback mechanisms, GAMPIL can evolve into a more effective tool for licensing services in Bandung. This study, titled "Agile Governance in the Gadget Mobile Application for Licensing in the Advertising Sector in Bandung City," will explore these issues in greater depth, offering insights into how Agile Governance principles can be better applied in the management of electronic public services.

RESEARCH METHOD

The method used in this study is a qualitative approach. The qualitative approach in this research is considered the most suitable, given the topic and the problems addressed. Qualitative research is a type of research based on the philosophy used to investigate scientific (experimental) conditions, where the researcher acts as the instrument. The data collection techniques and analysis are qualitative and emphasize meaning. The aim of qualitative research is to analyze and describe phenomena or research objects through social activities, attitudes, and perceptions of individuals or groups.

According to Deddy Mulyana, quoted from his book *Metodologi Penelitian Kualitatif* (2016:150), qualitative research does not rely on evidence based on mathematical logic, numerical principles, or statistical methods. Qualitative research aims to preserve the form and content of human behavior and analyze its qualities, rather than converting it into quantitative entities.

Furthermore, Moleong (2017:6) states that "qualitative research is research aimed at understanding the phenomena experienced by the research subjects, such as behavior, perceptions, motivations, and actions, in a holistic way and through descriptions in the form of words and language, in a specific natural context using various scientific methods."

The third research by Diana Fajrinnisak (2023), titled "The Performance of Village Government in the Perspective of Agile Governance (A Study in Kepulungan Village, Gempol District)," aims to evaluate the performance of the village government using the Agile Governance perspective to assess how agile the government is in the context of Agile Governance. This study also uses a qualitative research method and data analysis techniques from Miles, Huberman, and Saldana (2014). The results show that while some principles have been implemented well, others need to be reviewed and further understood in their application.

By using a qualitative approach, the researcher has obtained data sources about the *Agile Governance Program Gadget Mobile Application for License* in the Advertising License Sector at DPMPTSP (Investment and One Stop Integrated Service Office) of Bandung City from trusted informants, allowing in depth exploration of the information. The qualitative approach used by the researcher aids in describing and interpreting phenomena and events related to the research in accordance with the facts at hand.

In data collection, the researcher gathered both primary and secondary data. According to Arikunto (2013:22), primary data is data in the form of verbal or spoken words, gestures, or behavior performed by trusted subjects, in this case, the informants related to the variables being studied. For this study, the researcher selected informants based on their quality and ability to provide the required information. The collected data include interview results, observations, and documents related to the *Agile Governance Program Gadget Mobile Application for License* in the Advertising Sector in Bandung City. As stated by Arikunto (2013:23), secondary data are obtained through various documents such as graphics, photos, or recordings. Secondary data can include published data, such as journals, books, magazines, and e books. The researcher used techniques and methods for data collection by conducting observations, interviews, and documentation to obtain the necessary data for the study. Additionally, other methods such as reviewing documents, archives, and field research were used to help gather clear and complete data aligned with the research needs.

RESULT AND DICUSSION

Agile Governance is a contemporary approach to governance that emphasizes responsiveness, flexibility, and rapid adaptation to unforeseen challenges and opportunities. The underlying premise of Agile Governance is that government agencies must operate with speed, decisiveness, and adaptability to effectively meet the dynamic needs of citizens and the broader public. As the world rapidly changes, government systems must evolve to become more responsive and effective in delivering public services. The core idea of Agile Governance is that traditional bureaucratic structures, which are often slow and rigid, need to be replaced with more agile, flexible systems capable of reacting swiftly to emerging issues (Vernanda, 2020). This approach ensures that governments can navigate uncertainty and address public needs in a more fluid and efficient manner.

One of the primary enablers of Agile Governance is the integration of technology into public service delivery, which is reflected in the rise of Electronic Services (PSE). PSE initiatives leverage technological advancements to improve the efficiency, accessibility, and quality of public services. The

application of Information and Communication Technology (ICT) in governance, particularly through E Government, has revolutionized how public administrations operate, providing digital solutions to long standing bureaucratic inefficiencies. According to Nurhadryani (2009), E Government refers to the use of digital platforms by government agencies to automate administrative processes, improve transparency, and enhance service delivery. This shift to digital services not only enhances the efficiency of government operations but also reduces the barriers to access for citizens, enabling them to interact with the government remotely and at their convenience.

In Bandung City, the Investment and One Stop Integrated Service Office (DPMPTSP) has emerged as a key player in utilizing ICT to enhance public service delivery, particularly in the realm of licensing. The DPMPTSP Bandung City has taken significant steps toward implementing digital services, exemplified by the launch of the GAMPIL (Licensing Mobile Application) on February 25, 2016. GAMPIL was developed as a solution to streamline the licensing process for both businesses and the general public, offering a mobile based platform that simplifies the registration and renewal of licenses. The initiative is aligned with national efforts to embrace E Government, as outlined in Presidential Regulation No. 95 of 2018 on Electronic Based Government Systems (SPBE) and Bandung City Mayor Regulation No. 20 of 2023. The introduction of GAMPIL is a direct response to the local government's desire to implement digital services, making public services more accessible and efficient for the people of Bandung.

The GAMPIL application, which enables users to access a wide range of licensing and non licensing services directly from their smartphones, is a significant leap forward in terms of public service modernization. The application supports the licensing of various activities, including business registration, permits, and administrative tasks related to the local economy. It was designed to handle administrative services for several categories of permits, including categories A, B, C, and D. By allowing citizens to access services via their mobile devices, GAMPIL has the potential to revolutionize how the public interacts with the government, reducing the need for in person visits and bureaucratic delays.

However, despite its potential, the implementation of GAMPIL has not been without challenges. One of the primary obstacles identified during the rollout of the application has been the lack of widespread public awareness regarding the service. The Data Information and Public Service Complaint Division reported that insufficient outreach efforts and inadequate communication about the GAMPIL application have hindered its adoption among the public. Many citizens are still unaware of the application's existence, and those who are familiar with it often struggle to navigate its features due to insufficient user education and technical support. This gap in public awareness has led to suboptimal participation, preventing the application from achieving its full potential in improving service delivery.

In addition to the issues related to public awareness, technical challenges have also emerged as significant barriers to the application's effectiveness. One of the most pressing issues is system errors that occur when users attempt to access the application. These technical issues prevent users from completing their transactions promptly, undermining the overall user experience. Furthermore, concerns about the security of personal data submitted through the application have also been raised. Some users have experienced difficulties when entering their data, which affects the accuracy and completeness of their submissions. These technical barriers not only hinder the efficiency of the GAMPIL application but also erode public trust in its ability to provide a secure and reliable service (Widyanto et al., 2023).

The implementation of the GAMPIL application aligns with several principles of Agile Governance, as articulated by Luna, Kruchten, and Moura (2015). These principles Good Enough Governance, Business Driven, Human Focused, Based on Quick Wins, Systematic and Adaptive

Approach, and Simple Design and Continuous Refinement serve as a framework for evaluating the effectiveness of GAMPIL in achieving its objectives and meeting public needs.

Good Enough Governance is the first principle and emphasizes achieving outcomes that are appropriate for the given context without overcomplicating the process. The principle advocates for focusing on essential tasks while ensuring that resources are used efficiently and effectively. In the case of GAMPIL, the principle of Good Enough Governance is evident in the application's design, which aims to provide a functional service despite its technical limitations. While the application is still in the early stages of its implementation, it offers a simplified process for obtaining permits, and the DPMPTSP has made efforts to ensure transparency by providing clear information to the public about how to access the service. However, the lack of sufficient outreach and the technical issues that persist in the application suggest that the service does not yet meet the full needs of the public (Budiarto, 2023).

The Business Driven principle is another key aspect of Agile Governance. This principle emphasizes that decisions should be based on business needs and performance objectives. For GAMPIL, the business driven approach is reflected in the collaboration between DPMPTSP Bandung and private companies in developing the application. This partnership has helped improve the technical infrastructure of the platform, particularly in terms of enhancing the quality and reliability of the service. However, the application still faces challenges related to user satisfaction and data security, which require continued collaboration between government agencies and private companies to address (Rahmawati, 2023).

The Human Focused principle stresses the importance of understanding and addressing the needs of people in the design and delivery of public services. In the case of GAMPIL, this principle is particularly relevant, as the application is designed to meet the needs of the public by providing an accessible platform for obtaining licenses. However, the application's usability issues, particularly for less tech savvy users, highlight the need for further improvements to ensure that the service is fully inclusive. The DPMPTSP of Bandung City has made efforts to assist users who struggle with the application, particularly older adults, by providing support through government staff. This human centered approach ensures that public services remain accessible to all citizens, even those who may face challenges using digital tools (Widyanto et al., 2023).

The principle of Based on Quick Wins highlights the importance of achieving small successes that serve as motivation for larger, long term improvements. GAMPIL has made progress in simplifying the licensing process, allowing citizens to access services without having to visit government offices. This is a significant step forward, particularly in terms of reducing bureaucracy and preventing illegal levies that were previously imposed by individuals seeking to profit from licensing transactions. However, while the service is free of charge, errors in data entry have caused delays in processing requests, which has undermined the timeliness of service delivery. The overall evaluation of the program indicates that while progress has been made, further improvements are necessary to achieve optimal service efficiency (Budiarto, 2023).

The Systematic and Adaptive Approach is an essential principle that ensures services are delivered in a structured and planned manner while remaining flexible enough to adapt to changes. DPMPTSP Bandung has demonstrated an adaptive approach by utilizing social media platforms to handle complaints and feedback from the public. However, the response times to complaints and suggestions have been slower than expected, highlighting the need for more streamlined processes to address public concerns in a timely manner (Rahmawati, 2023). The adoption of an adaptive service delivery model is essential to ensure that the application can meet the evolving needs of the public, especially as technology continues to advance.

Lastly, the principle of Simple Design and Continuous Refinement underscores the importance of creating services that are simple, user friendly, and capable of continuous improvement. GAMPIL

was designed with simplicity in mind, aiming to provide an easy to use platform for licensing services. However, ongoing user feedback and technical evaluations suggest that the application requires continuous refinement to address usability issues and improve functionality. By incorporating regular feedback and making necessary adjustments, the GAMPIL application can evolve into a more effective and sustainable service for the public (Vernanda, 2020).

In conclusion, while the GAMPIL application represents an important step forward in Bandung City's efforts to implement Agile Governance, it still faces several challenges related to public awareness, technical issues, and user engagement. The application's success depends on ongoing improvements, greater public outreach, and continued collaboration between government agencies and private partners. By adhering to the principles of Agile Governance and focusing on continuous refinement, GAMPIL has the potential to significantly enhance public service delivery in Bandung City and serve as a model for other regions.

CONCLUSION

This study has examined the implementation of the Agile Governance principles in the Gadget Mobile Application for Licensing (GAMPIL) in the context of the DPMPTSP (Investment and One Stop Integrated Service Office) of Bandung City, particularly in relation to the licensing services for advertisements. The study aimed to assess how well the principles of Agile Governance have been applied in the development and operation of the GAMPIL application, focusing on responsiveness, efficiency, and adaptability.

The findings indicate that while DPMPTSP Bandung has made significant strides in digitizing public services and providing more efficient and accessible service delivery through the GAMPIL application, several challenges remain. The Good Enough Governance principle has been partially implemented, as there is still a gap in ensuring the public's awareness of the application and effectively communicating its features. Additionally, the Business Driven principle is partially realized, with the collaboration between the government and private sector stakeholders improving the application's performance, but user feedback collection remains inadequate.

Furthermore, the Human Focused approach has been well integrated, as the system has been designed to address the needs of various user groups, including those less familiar with technology. However, issues such as system errors and user data security concerns still hinder the full effectiveness of the application. Based on Quick Wins highlights the need for quick and effective wins to motivate further development, but the application still struggles with time management and requires further adjustments to meet users' needs. Systematic and Adaptive Approaches have proven valuable in addressing unforeseen challenges, though the government's response times to complaints have not yet reached optimal levels. Finally, the principle of Simple Design and Continuous Refinement is crucial for the application's ongoing success, but the system's adaptability to new requirements and its long term sustainability still need to be ensured.

Overall, the study concludes that while GAMPIL has brought positive changes and has shown considerable potential for improving the licensing process in Bandung City, significant improvements in terms of public outreach, user engagement, and the resolution of technical issues are still needed. Strengthening the application's responsiveness, improving data security, and ensuring consistent communication with the public will be crucial to the long term success of the application. Additionally, applying the Agile Governance principles more effectively will help overcome the existing challenges and enhance public trust in government services.

Future research should focus on assessing the long term sustainability of the application, as well as exploring ways to enhance public participation and satisfaction through continuous improvement in service delivery, ensuring the system's adaptability to the dynamic needs of society.

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